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CONFIDENTIAL

7 COMMITTEE ON GOVERNMENT PRODUCTIVITY

7 INTERIM REPORT

Number Three

Ministers' Reference Material

November 30, 1971

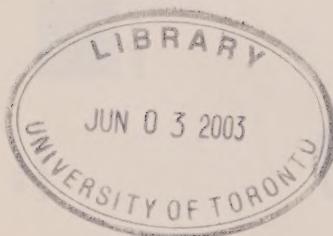


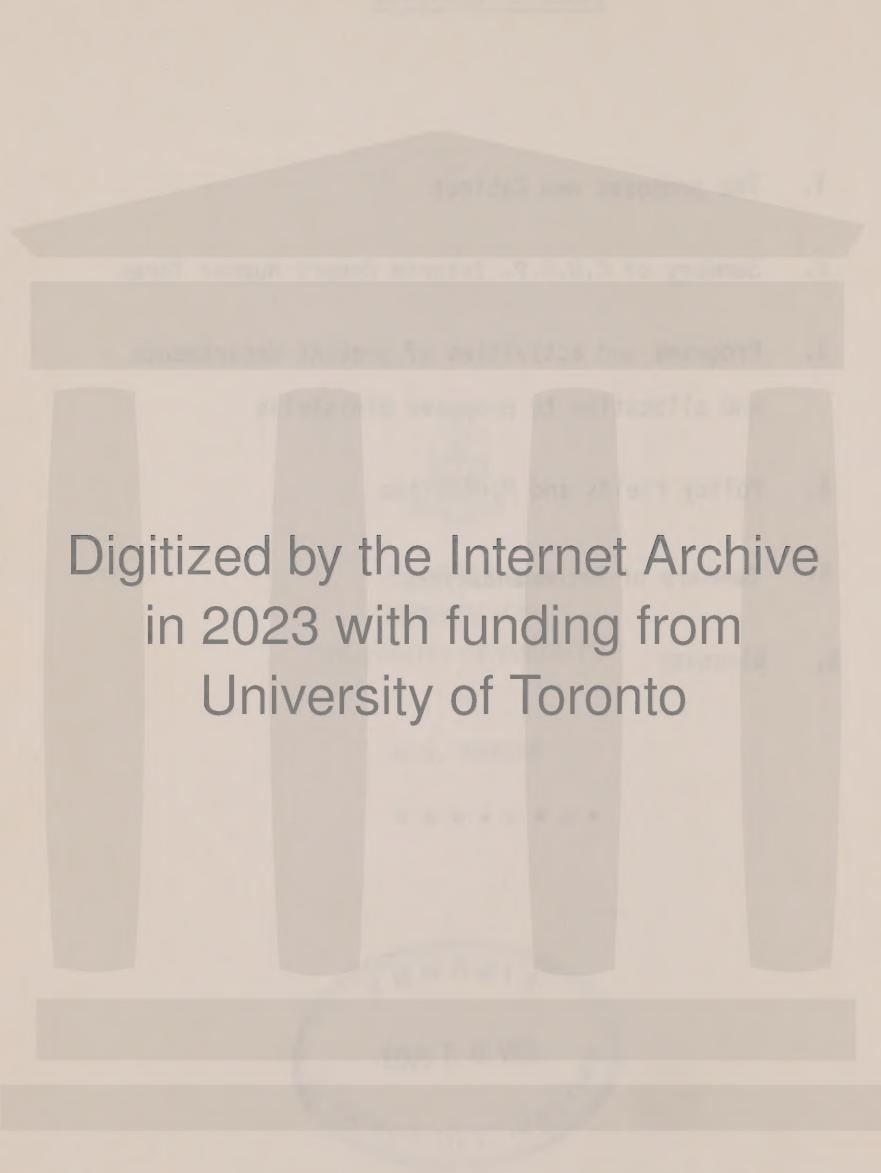
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THE PROPOSED NEW CABINET

SOCIAL DEVELOPMENT POLICY FIELD



COLLEGE &
UNIVERSITY AFFAIRS



POLICY
MINISTER



EDUCATION

HEALTH

HOUSING AND
SOCIAL SERVICES

ENVIRONMENT

AGRICULTURE
& FOOD

TRADE &
INDUSTRY

MINISTER OF REVENUE &
GOVERNMENT SERVICES

LABOUR

POLICY
MINISTER

NATURAL
RESOURCES

TRANSPORTATION &
COMMUNICATIONS



PRIME MINISTER



MINISTER OF FINANCE &
INTERGOVERNMENTAL AFFAIRS

ATTORNEY
GENERAL

POLICY
MINISTER

PUBLIC
PROTECTION

ENVIRONMENT AND RESOURCES DEVELOPMENT POLICY FIELD



CORRECTIONAL
SERVICES

TRANSPORTATION &
COMMUNICATIONS

CHAIRMAN OF MANAGEMENT BOARD

JUSTICE POLICY FIELD

THE NEW CABINET

	<u>Proposed</u>	<u>Now</u>
Prime Minister	1	1
Policy Ministers	3	0
Minister of Finance and Inter-governmental Affairs	1)	1 (Treasurer)
Chairman of the Management Board	1)	
Ministers	13	19
Minister of Revenue and Government Services	1	0
Ministers without Portfolio		3
	<hr/> 20 <hr/> <hr/>	<hr/> 24 <hr/> <hr/>

SUMMARY

Special terminology used in this summary and in the full report which follows is defined in an attached glossary. (pp. 66)

THE NEW ORGANIZATION

This Third Interim Report makes recommendations designed to enhance the performance of the government, Cabinet and of individual Ministers.

A basic principle of the report is that since existing social systems are in a constant and accelerated state of change, organizations themselves must adapt appropriately. Accordingly, the report suggests an organization capable of change to meet the demands of society, while at the same time being able to preserve a degree of stability.

Acknowledging Ontario's history of growth, the report puts forward four reasons for the proposed changes:

1. lack of ministerial time of policy making;
2. that the organization of the provincial government has grown so large and complicated that it has become difficult to manage;
3. because the demand for services is outstripping available revenue and an improved priority-setting system is required;
4. the operation of individual government departments as separate and distinct entities is no longer appropriate to cope with issues that increasingly involve more than one department.

While some organizational change has taken place over the years, the complexity of modern life now necessitates a fundamental restructuring.

The report suggests structures for policy making and policy implementation and a new style of management to promote receptivity to change among both elected

and appointed officials. The new structure incorporates all existing programs.

The structure would strengthen the accountability of ministers for both the making and implementation of policy. Policy makers and program managers would also be encouraged to foresee altered circumstances and future needs and to prepare and plan for them.

This approach calls for considerable latitude and variety in management methods and organizational designs.

Policy Ministers

One important conclusion is that a new kind of Minister is needed - one who is completely free of the responsibilities and burdens of the chief executive of a department. Such Ministers would be called Policy Ministers.

The objective is to make available more ministerial time for Cabinet matters. The new Policy Ministers would be responsible for providing leadership in the development of policy in areas of public affairs for which the C.O.G.P. uses the term Policy Fields.

Policy Ministers, along with the Chairman of the Management Board (Treasury Board), the Minister of Finance and Intergovernmental Affairs (Treasurer), and the Prime Minister, as Chairman, would make up the Policy and Priorities Board of Cabinet. As members of that Board, Policy Ministers would assume a leadership role in developing new policies and programs and in evaluating existing ones.

A Policy Minister's freedom from administrative responsibilities is also intended to allow him to initiate improvements in the linkages between government and citizens. An important part of this process would be to explain government policy and obtain reaction from citizens.

Accordingly, the new organization would have two types of Ministers - Policy Ministers and Ministers with program responsibilities. Having no "super" ministerial status nor any control over the ministerial activities of his colleagues within his policy field, the Policy Minister would derive his influence from membership on the Policy and Priorities Board and the chairmanship of his policy field committee. All Ministers would have equal status in Cabinet and the right to question policy recommendations.

Ministers

A Minister would be responsible for a ministry which would be composed of a traditional department with its related agencies. He would develop policy for his own portfolio, and as a member of his policy field committee participate in the policy-making process involving the other ministries in his policy field. The collective responsibility of a Policy Minister and Ministers within a ~~policy~~ field would be to examine individual policy proposals and then make recommendations to the Policy and Priorities Board.

Policy Fields

A policy field would be a grouping of ministries whose purposes are closely related and whose programs provide direct service to the public. Thus, policy issues within a policy field would be considered by the ministers in that field before recommendations are sent to the Policy and Priorities Board of Cabinet.

There would be three Policy Fields:

- * Social Development;
- * Environment and Resources Development;
- * Justice.

There would be from 3 to 6 ministries in each policy field.

All existing programs would continue, with some regrouping in a number of areas.

Social Development Policy Field

This would be concerned with the well-being of individuals and families in the following areas:

- * intellectual development;
- * constant improvement of general educational programs;
- * physical and mental health;
- * social services to those unable to meet their basic needs,
and
- * community services.

The following ministries would provide the services: College and University Affairs, Education, Health, Housing and Social Services.

Environment and Resources Development Policy Field

This policy field would be concerned with the:

- * industrial development
- * the enhancement of the agricultural sector

- * development and preservation of the province's resources
- * development of labour policies in a broad economic context
- * planning and development of all modes of transportation and communications
- * environmental management, and
- * provision of employment.

The following ministries would provide the services: Agriculture and Food, Labour, Natural Resources, Environment, Trade and Industry, and Transportation and Communications.

Justice Policy Field

This policy field would focus on:

- * the traditional responsibilities of the Government in regard to the prevailing legal system
- * administration of the Courts
- * the protection of the basic rights of citizens, and
- * the commitment by the Government to help offenders against the law to live within the law.

The Justice Policy Field would also embrace governmental activities dealing with the safety and protection of the public, including law enforcement. It would be a purpose of the Government to show visible concern for the safeguarding of basic human rights within our society.

The following ministries would provide the services: Attorney General, Correctional Services, and Public Protection.

Policy Field Committees

Policy coordination would be achieved within each Policy Field by a policy field committee. This committee would be chaired by a Policy Minister and would include the Ministers within the policy field. These committees would review ongoing programs within the policy field and identify new program areas. Policy submissions developed by the ministries would be fully discussed in these committees before going to the Policy and Priorities Board.

The proposed membership, though obviously one of several alternatives, is held to be the most advantageous at this time.

Other Ministries

Two additional ministries would accommodate important functions and activities which do not fit logically into any of the three policy fields:

- * The Ministry of Finance and Intergovernmental Affairs,
and * The Ministry of Revenue and Government Services.

Ministry of Finance and Intergovernmental Affairs

This ministry would be quite different in character from those in the three policy fields. The Treasurer would become the Minister of Finance and Intergovernmental Affairs and would have an integrating role similar to that of the Policy Ministers in their respective policy fields.

The Ministry's primary functions would be:

- * to recommend fiscal, economic, regional and intergovernmental policies.
- * to provide advice ensuring consistency amongst the above policies and the programs proposed by the policy fields.
- * to ensure appropriate financial relationships amongst the governments so that Ontario is effectively served.
- * to ensure coordination and consistency amongst municipal, regional, provincial, federal and international programs of the Government.

The responsibilities proposed for this ministry would place a heavy load on the Minister. Parliamentary Assistants would assume some of his responsibilities dealing with municipalities, regional councils and delegations. They would also serve as a two-way channel of information between local governments and the Provincial Government.

Ministry of Revenue and Government Services

The Ministry of Revenue and Government Services would collect most of the Government's revenue, and would provide support services to other ministries such as office space, data processing, etc.

The Ministry would manage the support services in such a way as to make quality and cost of service attractive to program managers,

encouraging them to use such support services to advance the effective management of their program. Nevertheless, program managers would have more freedom to obtain service wherever criteria of cost, quality, and delivery are best met. This could be in government, but outside this Ministry, or in the private sector.

Much detailed planning will be needed to define the appropriate program content for each of the support service groups.

Staff Support for Policy Management

Policy management would include the Cabinet, Policy and Priorities Board, Management Board, Policy Ministers, Ministers, policy field committees, and the Minister of Finance and Intergovernmental Affairs. Each would require staff support.

It is intended that their staffs should represent a reasonable balance between continuity and a regular infusion of new ideas, perspectives, and approaches.

Management Board of Cabinet

Policy management and program management would be linked through common membership of the chairman of the Management Board and the Minister of Finance and Intergovernmental Affairs in both the Policy and Priorities Board and the Management Board. In addition to these two Ministers the Management Board would include at least one Minister from each policy field and the Minister of Revenue and Government Services. The Management Board

would be responsible for personnel policy.

Implementation

The recommended plan for reorganization is of such dimensions that it cannot be fully implemented quickly. The detailing of the structure, and the designing of relationships and systems required to bring it to life will rest with Ministry personnel.

The implementation process should not be viewed as a one-time effort. It would, rather, be the beginning of an evolutionary process which would need to involve those within government. Some of the ideas advanced involve far-reaching changes and could take a number of years to implement fully.

PROGRAMS AND ACTIVITIES OF PRESENT DEPARTMENTS
AND
ALLOCATION TO PROPOSED MINISTRIES

**PROGRAMS AND ACTIVITIES OF PRESENT DEPARTMENTS
AND
ALLOCATION TO PROPOSED MINISTRIES**

Department of Agriculture and Food	14
Department of Correctional Services	15
Department of Education	16
Department of Energy and Resources Management (now Environment)	17
Department of Financial and Commercial Affairs	18
Department of Health	19
Department of Highways (now Transportation and Communications)	20
Department of Justice	21
Department of Labour	22
Department of Lands and Forests	23
Department of Mines and Northern Affairs	24
Department of Municipal Affairs	25
Department of the Prime Minister	26
Department of the Provincial Secretary and Citizenship	27
Department of Public Works	28
Department of Revenue	29
Department of Social and Family Services	30
Department of Tourism and Information	31

Department of Trade and Development	32
Department of Transport (now Transportation and Communications)	33
Department of Treasury and Economics	34
Treasury Board	35
Department of University Affairs	36
Departments and Offices not Analyzed or Allocated	37

NOTE: Departments are as shown in the Government's Expenditure Estimates 1971-72.

DEPARTMENT OF AGRICULTURE AND FOOD

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

Agricultural Production

All Activities

Rural Development

- A.R.D.A.

- Grants under Community Centres Act

Agricultural Marketing

All

Agricultural Education and Research

- Education

- Research and Services

Agriculture and Food

Agriculture and Food

Housing and Social Services

Transportation and Communications

Agriculture and Food

College and University Affairs

Agriculture and Food

DEPARTMENT OF CORRECTIONAL SERVICES

PRESENT PROGRAMS

Departmental Administration

Rehabilitation of Adult Offenders

Rehabilitation of Juveniles

PRESENT ACTIVITIES

A11

A11

A11

PROPOSED MINISTRY

Correctional Services

Correctional Services

Correctional Services

DEPARTMENT OF EDUCATION

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Formal Education K - 13	Grants to Ontario Educational Communications Authority	College and University Affairs
Assistance to School Authorities	A11 other activities	Education
Special Educational Services for the Handicapped	A11	Education
Continuing Education	A11	College and University Affairs
Community Services	Youth, Recreation and Leadership Training	Housing and Social Services
Student Summer Activities	A11	College and University Affairs
Departmental Administration	A11	Education

(Further analysis required regarding Teachers' Superannuation Fund and possible integration with Government Pension programs)

DEPARTMENT OF ENERGY AND RESOURCES MANAGEMENT (Now ENVIRONMENT)

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Renewable Resources Management	Field Services Engineering and Technical (This includes Conservation Authority Grants)	Natural Resources Natural Resources
Waste Management	Youth Corps (S.W.E.E.P.) All	Natural Resources Environment
Air Management	All	Environment
Departmental Administration	Allocation not finalized (This program includes a statutory grant of \$1,700,000 to HEPCO. Further recom- mendations will be forthcoming from C.O.G.P. in regard to Hydro).	Environment
<u>Ontario Water Resources Commission</u>		
Management of the Quality and Quantity of Water	All	For policy - Environment
Provision of Sewage and Water Facilities and related funding program	All	For policy - Environment
		(In regard to both of these programs, further analysis is required regarding responsibilities for delivery of services and the quasi-judicial function of the Commission).

DEPARTMENT OF FINANCIAL AND COMMERCIAL AFFAIRS

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Departmental Administration	All	Public Protection
Ontario Securities Commission	All	Public Protection
Superintendent of Insurance and Registrar of Loans and Trust Corporations	All	Public Protection
Consumer Protection	All	Public Protection
Business Incorporations	All	Public Protection

DEPARTMENT OF HEALTH

PRESENT PROGRAMS

Departmental Administration

Public Health

Mental Health

Health Services Insurance

Health Insurance Registration

Ontario Hospital Services

PRESENT ACTIVITIES

All

Environmental Health (parts)(A)

Remainder of Program

Schools for Registered Nursing Assistants (A)

All

All

All

All

PROPOSED MINISTRY

Health

Environment/Health

Health

College and University Affairs

Health

Health

Health

Health

DEPARTMENT OF HIGHWAYS (Now Transportation and Communications)

PRESENT PROGRAMS

PRESENT PROGRAMS	PRESENT ACTIVITIES	PROPOSED MINISTRY
Departmental Administration	All	Transportation and Communications
Road Maintenance	All	Transportation and Communications
Road Construction	All	Transportation and Communications
GO Transit	All	Transportation and Communications
Ontario Seasonal Employment	All	Transportation and Communications

DEPARTMENT OF JUSTICEPRESENT PROGRAMSPROPOSED MINISTRYLaw Officer of the Crown

A11 - including Legal Aid and
Royal Commissions

Crown Legal Services

A11

Legislative Counsel Services

A11

Courts Administration

A11

Guardian Trustee Services

A11

Law Research and Development

A11

Probation Services

A11

Property Rights Registration System

A11

Public Safety

A11 - includes Land Compensation
and Compensation for Victims
of Crime

Supervision of Police Forces

A11

Ontario Provincial PoliceDepartmental Support

A11

Traffic Law Enforcement

A11

Criminal and General Law Enforcement

A11

Public Protection

Public Protection

Public Protection

Public Protection

DEPARTMENT OF LABOUR

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

Safety and Technical Services

AII

Industrial Relations

AII

Manpower Development

AII

Athletics Commission

AII

Human Rights Commission

AII

Employment Standards

AII

Departmental Administration

AII

Labour Safety Council

AII

College and University Affairs

Labour

College and University Affairs

Labour

Executive Director Manpower Services

Labour

College and University Affairs

Labour

Public Protection

Alternative: Labour

Public Protection

Alternative: Labour

Public Protection

Labour

Public Protection

Labour

Public Protection

Labour

Public Protection

Labour

College and University Affairs

Labour

DEPARTMENT OF LANDS AND FORESTS

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Resource Protection and Development	A11	Natural Resources
Recreation	All (includes provincial parks)	Natural Resources
Departmental Administration	All (includes Youth Corps-S.W.E.E.P.)	Natural Resources

DEPARTMENT OF MINES AND NORTHERN AFFAIRS

PRESENT PROGRAMS

Provincial Geological Services A11
General Services for the Mining Public A11
Ontario Energy Board A11
Mine Safety and Public Protection A11
Northern Affairs A11

PRESENT ACTIVITIES

PROPOSED MINISTRY

Natural Resources
Natural Resources
Natural Resources
Public Protection
Alternative: Natural Resources
Finance and Intergovernmental Affairs

DEPARTMENT OF MUNICIPAL AFFAIRS

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

Planned Development of Municipalities	A11	Finance and Intergovernmental Affairs
Effective Local Government	A11	Finance and Intergovernmental Affairs
Ontario Municipal Board	A11	Finance and Intergovernmental Affairs
Tax Disputation	A11	Finance and Intergovernmental Affairs
Provincial Assessment	Proposed:	Policy determination Administration of Assessment program Revenue and Government Services
Assessment Review Court		Finance and Intergovernmental Affairs

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DEPARTMENT OF THE PRIME MINISTER

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

No analysis has been made for this Department except that it is recommended that the Niagara Parks Commission report to the Minister of Natural Resources.

DEPARTMENT OF PROVINCIAL SECRETARY AND CITIZENSHIP

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Community Services	All	Housing and Social Services
Registrar General	All	Public Protection
Legislative Services	Not allocated to any particular Ministry. Possible allocation to Speaker's Office.	Finance and Intergovernmental Affairs
Departmental Administration	Ontario-Quebec Permanent Commission Communications and Special Services (Government Hospitality Fund) Ministers without Portfolio	Not allocated Not allocated To be allocated
	Remainder of administrative services	

DEPARTMENT OF PUBLIC WORKS

PRESENT PROGRAMS

Departmental Administration

Provision of Accommodation

Central Services

PRESENT ACTIVITIES

All

All

All

PROPOSED MINISTRY

Revenue and Government Services

Revenue and Government Services

Revenue and Government Services

<u>DEPARTMENT OF REVENUE</u>	<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Departmental Administration	All	Revenue and Government Services	
Administration of Taxes	All	Revenue and Government Services	
Province of Ontario Savings Office	All	Revenue and Government Services	

DEPARTMENT OF SOCIAL AND FAMILY SERVICES

<u>PRESENT PROGRAM</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Social Development Program	All	Housing and Social Services
Children's Services	Day Nursery Services	Education
Departmental Administration	All other activities	Housing and Social Services
	All	Housing and Social Services

Note: *Soldiers Aid Commission*

DEPARTMENT OF TOURISM AND INFORMATION

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Tourism	Promotion Services	Trade and Industry
	Planning and Development	Trade and Industry
	Research	Trade and Industry
	St. Lawrence Parks Commission	Natural Resources
	Historical Parks	Natural Resources
Archives and History and Records Management	All	College and University Affairs
Centennial Centre of Science and Technology	All	College and University Affairs
Theatres	All	Public Protection

DEPARTMENT OF TRADE AND DEVELOPMENT

<u>PRESENT PROGRAMS</u>	<u>PRESNT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Trade and Industrial Development	All	Trade and Industry
General Development (includes Ontario Place)	All	Trade and Industry
Industrial Incentives and Development	All	Trade and Industry
Ontario Housing	All	Housing and Social Services
Ontario Economic Council	Not allocated	
Departmental Administration	Information Services Ontario House	Trade and Industry

DEPARTMENT OF TRANSPORT (Now Transportation and Communications)

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Common Carriers	All	Transportation and Communications
Transportation	All	Transportation and Communications
Vehicles and Drivers	All	Public Protection
Motor Vehicle Accident Claims	All	Public Protection

DEPARTMENT OF TREASURY AND ECONOMICS

PRESENT PROGRAMS

PRESENT ACTIVITIES

PROPOSED MINISTRY

Policy Planning

A11

Economic and Statistical Services

A11

Finance

A11

Government Accounting

A11

Proposed that: Policy determination

Activities including
Government Accounting Services)
Government Accounting Systems)
Services)
Government Banking and Cheque
Writing Services)

Government Benefit Plans

A11

Supervision of Employers Pension Plans

A11

Computer Services

A11

Regulation of Horse Racing
(This was recently transferred to Department of Financial and Commercial Affairs).

A11

Finance and Intergovernmental Affairs
Finance and Intergovernmental Affairs
Finance and Intergovernmental Affairs
Finance and Intergovernmental Affairs

Revenue and Government Services
Revenue and Government Services
Revenue and Government Services
Revenue and Government Services

<u>TREASURY BOARD</u>	<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
Treasury Board Secretariat	All activities except Management Services	Treasury Board	Revenue and Government Services
Committee on Government Productivity	All	Treasury Board	

DEPARTMENT OF UNIVERSITY AFFAIRS

<u>PRESENT PROGRAMS</u>	<u>PRESENT ACTIVITIES</u>	<u>PROPOSED MINISTRY</u>
University Support	A11	College and University Affairs
University Policy	A11	College and University Affairs
Departmental Administration	A11	College and University Affairs

DEPARTMENTS AND OFFICES NOT ANALYZED OR ALLOCATED

Department of the Prime Minister Note: Niagara Parks Commission could report to Minister of Natural Resources

Office of the Provincial Auditor Note: Previous recommendations of C.O.G.P.
regarding post-audit.

Office of the Speaker

Note:

1. Programs and activities are as shown in the Government's Expenditure Estimates 1971-72 and do not reflect any subsequent departmental organizational changes.
2. Boards, Agencies and Commissions have not been included except where they were shown as part of a departmental program.

POLICY FIELDS AND MINISTRIES

POLICY FIELDS AND MINISTRIESSOCIAL DEVELOPMENT POLICY FIELD

MINISTRIES:	COLLEGE AND UNIVERSITY AFFAIRS	41
	EDUCATION	42
	HEALTH	43
	HOUSING AND SOCIAL SERVICES	44

ENVIRONMENT AND RESOURCES DEVELOPMENT POLICY FIELD

MINISTRIES:	AGRICULTURE AND FOOD	45
	ENVIRONMENT	46
	LABOUR	47
	NATURAL RESOURCES	48
	TRADE AND INDUSTRY	50
	TRANSPORTATION AND COMMUNICATIONS	51

JUSTICE POLICY FIELD

MINISTRIES:	ATTORNEY GENERAL	53
	CORRECTIONAL SERVICES	54
	PUBLIC PROTECTION	55

MINISTRY OF FINANCE AND INTERGOVERNMENTAL AFFAIRS

MINISTRY OF REVENUE AND GOVERNMENT SERVICES	58
	60

EXPLANATORY

- (1) Programs (P), Activities (A), and Departmental names are as shown in Expenditure Estimates 1971/72.
- (2) Departmental Support and Administration Programs have not been included except for activities directly related to the responsibility areas listed in this Report.
- (3) Boards, Agencies and Commissions have not been included except where they were shown in the Expenditure Estimates as being part of a departmental program or activity.
- (4) The following Departments and offices were not analyzed for this Report:
 - Department of the Prime Minister,
 - Department of Civil Service, and
 - Office of the Provincial Auditor.
- (5) The following program from the Department of Provincial Secretary and Citizenship was not allocated:
 - Legislative Service Program.

PROPOSED MINISTRY - COLLEGE AND UNIVERSITY AFFAIRS

POLICY FIELD - SOCIAL DEVELOPMENT

PRESENT PROGRAM OR ACTIVITY CURRENT DEPARTMENT OR AGENCY

PROPOSED RESPONSIBILITY AREAS

Post Secondary Education

University Support - part (P)

- Support to Universities & Colleges
- Student Awards

University Affairs

University Policy (P)

- Committee on University Affairs
- other Advisory Bodies

Continuing Education (P)
Education (Program transferred
to Dept. of College & Univ.Affairs)

- Colleges of Applied Arts and
Technology
- Ryerson Polytechnical Institute
- Adult Training

Agriculture and Food

Schools for Registered Nursing Assistants
(A)

Health

Industrial Training (A)

Labour

University Affairs

University Support - part (P)

- Support to Related Institutions
and Organizations: including
- Art Gallery of Ontario
- Royal Ontario Museum

Ontario Educational Communications
Authority (A)

Education

Public and Regional Library Services (A)

Education

Centennial Centre of Science and
Technology (P)

Tourism and Information

Archives and History and Records
Management (P)

Tourism and Information

- Archives and History
- Records Management

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	POLICY FIELD	PROPOSED MINISTRY - EDUCATION	POLICY FIELD	POLICY FIELD	CURRENT DEPARTMENT OR AGENCY
Education Policy and Development	Formal Education K-13(part)(P)	- Curriculum Development - Registrar - Special Educational Services - Supervision - Teacher Education	Education	Formal Education K-13(part)(P)	- Financial Assistance - Architectural Services	Education
Special Education	Formal Education K-13(part)(P)	- Correspondence Courses	Education	Special Educational Services for the Handicapped (P)	- Ontario Schools for the Blind and Deaf - Educational programs in Ontario Hospital Schools	Social and Family Services
Field Services	Day Nursery Services (A)	Formal Education K-13 (part)(P)	Education	Day Nursery Services (A)	- Regional Services	Education
Student Activities	Student Summer Activities (P)					Education

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Provision of General Health Facilities and Programs	Public Health (P) <ul style="list-style-type: none"> - Local Health Services - Special Health Services - Environmental Health Services (part) - Laboratory Services 	Health
	Ontario Hospital Services (P) <ul style="list-style-type: none"> - Operation of Hospitals and Related Facilities - Construction of Hospitals and Related Facilities 	Health
	Main Office (A) <ul style="list-style-type: none"> - Alcoholism and Drug Addiction Research Foundation - Ontario Cancer Treatment and Research Foundation 	Health
	Research and Planning Services (A)	Health
	Mental Health (P) <ul style="list-style-type: none"> - Patient Services - Grants to Mental Health Facilities 	Health
	Health Services Insurance (P) <ul style="list-style-type: none"> - Claims Assessment and Payment - Research and Development 	Health
	Insurance Operations	Health
	Health Insurance Registration (P) (H.I.R.B.) <ul style="list-style-type: none"> - Insurance Services - Data Processing 	Health

PROPOSED MINISTRY - HOUSING AND SOCIAL SERVICES

POLICY FIELD - SOCIAL DEVELOPMENT

PRESENT PROGRAM OR ACTIVITY CURRENT DEPARTMENT OR AGENCY

Children's Services (P) Social and Family Services

- Care, Prevention, Protection and Adoption
- Children and Youth Institutions

Social Development (part) (P) Social and Family Services

- Family Services
- Rehabilitation Services
- Residential Care and Services for Adults

Community Services (P) Provincial Secretary & Citizenship

- Citizenship
- Community Development
- Indian Community

Community Services (P) Education

- Youth Recreation and Leadership Training

Grants under the Community Centres Act (A) Agriculture and Food

Ontario Housing (P) Trade and Development/O. H. C

- Rental Housing
- Home Ownership

(This program also includes grants for housing for elderly persons)

Financial Support

Social Development part (P)

- Income Maintenance
- Legal Aid Assessment

Social and Family Services

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	POLICY FIELD	CURRENT DEPARTMENT OR AGENCY
Agricultural Production	Agricultural Production (P)	- Environment & Resources Development	Agriculture and Food
	<ul style="list-style-type: none"> - Extension - Livestock Services - Soils and Crops - Agricultural and Horticultural Societies - Crop Insurance - Home Economics - Ontario Junior Farmer Loans 		Agriculture and Food
Agricultural Marketing	Agricultural Marketing (P)	- Marketing	Agriculture and Food
	<ul style="list-style-type: none"> - Quality Control of Agricultural Products 		Agriculture and Food
Agricultural Research and Development	Research and Services (A)	Agricultural Rehabilitation and Development (A.R.D.A.) (A)	Agriculture and Food
			Agriculture and Food

PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - ENVIRONMENT	POLICY FIELD - ENVIRONMENT & RESOURCES DEVELOPMENT	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
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Environmental Protection

Air Management (P)	Energy and Resources Management
<ul style="list-style-type: none"> - Abatement - Approvals and Criteria - Meteorology and Air Quality - Phytoxicology - Auto Emission Control - Laboratory 	

Waste Management (P)

Youth Corps (S.W.E.E.P.) (A)

Management of the Quality and Quantity of Water (P)

- Sanitary Engineering
- Industrial Wastes
- Water Resources
- Environmental Quality
- Laboratory
- Research

Environmental Health Services-part (A)

Management and Development of Sewage and Water Facilities

Provision of Sewage and Water Facilities and Related Funding (P)

- Project Development
- Construction
- Plant Operations

Health

Energy and Resources Management Energy and Resources Management/OWR

*NOTE : (1) The Department of Energy and Resources Management is now known as the Department of Environment.

(2) Policy determination for O.W.R.C. should be the responsibility of the Minister. The quasi-judicial and program delivery functions require further study.

PROPOSED MINISTRY - LABOUR		
POLICY FIELD	- ENVIRONMENT & RESOURCES DEVELOPMENT	CURRENT DEPARTMENT OR AGENCY
PRESENT PROGRAM OR ACTIVITY		
Industrial Relations		
Industrial Relations (P)		Labour
	- Conciliation and Mediation Services	
	- Labour Relations Board	
	- Labour Management Arbitration Commission	
Employment Standards		
	Employment Standards (P)	Labour
	Women's Bureau (A)	Labour

*NOTE: Human Rights Program is shown under Ministry of Public Protection. Alternatively, it could be placed in the Ministry of Labour.

PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - NATURAL RESOURCES	POLICY FIELD - ENVIRONMENT AND RESOURCES DEVELOPMENT	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Land Management				
Resource Protection and Development	Resource Protection and Development	Lands and Forests		
- part (P)	- Forest Protection - Extra Fire Fighting - Lands			
	Junior Rangers (A)	Lands and Forests		
	Youth Corps (S.W.E.E.P.)(A)	Lands and Forests		
	Mining Lands (A)	Mines and Northern Affairs		
	Judicial Services regarding Mining Lands	Mines and Northern Affairs		
	(A)			
	Renewable Resources Management (P)	Energy and Resources Management (now Dept. of Environment)		
	- Field Services - Engineering and Technical - Youth Corps (S.W.E.E.P.)			
	Timber (A)	Lands and Forests		
	Recreation - part (P)	Lands and Forests		
	- Fish and Wildlife			
	Provincial Geological Services (P)	Mines and Northern Affairs		
	- Geological Services - Laboratory Services for Departmental Geologists			
	Access to Resources (A)	Mines and Northern Affairs		
	Research and Laboratories for Mining Public (A)	Mines and Northern Affairs		

PROPOSED MINISTRY - NATURAL RESOURCES (continued...2)

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Parks and Recreation	Recreation - part (P) - Parks	Lands and Forests
	Tourism - part (P) - St. Lawrence Parks Commission - Historical Parks	Tourism and Information
	Niagara Parks Commission	Prime Minister's Department
	Ontario Energy Board	Mines and Northern Affairs
Energy		

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	POLICY FIELD	PROPOSED MINISTRY - TRADE AND INDUSTRY	CURRENT DEPARTMENT OR AGENCY
Tourism and Promotion	Tourism - part (P)	Tourism and Information		
	<ul style="list-style-type: none"> - Promotion Services - Planning and Development - Research Services 			
	Information Services (A)	Trade and Development		
	Ontario House (A)	Trade and Development		
	General Development (P)	Trade and Development		
	<ul style="list-style-type: none"> - Ontario Place-Development & Operations - General Project Development 			
	Trade and Industrial Development (P)	Trade and Development		
	<ul style="list-style-type: none"> - Industrial Development - Trade Development - Selective Immigration 			
	Industrial Assistance	Industrial Incentives and Development (P) Trade and Development		
		<ul style="list-style-type: none"> - Ontario Development Corporation - Northern Ontario Development Corporation 		

PROPOSED MINISTRY - TRANSPORTATION AND COMMUNICATIONS

PRESENT RESPONSIBILITY AREAS	POLICY FIELD	- ENVIRONMENT AND RESOURCES DEVELOPMENT
TRANSPORTATION PLANNING	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Transportation Planning	Highway and Transportation Research (A)	Highways
	Transportation - part (P)	Transport
	<ul style="list-style-type: none"> - Economic Analysis - Research Services - Engineering Services 	
Transportation Construction	Airstrip Development (A)	Transport
	Road Construction (P)	Highways
	<ul style="list-style-type: none"> - Road Construction and Property Acquisition - Development Roads - Municipal Subsidies - Construction Services - Roads in Unincorporated Townships 	
Transportation Operations	Road Maintenance (P)	Highways
	<ul style="list-style-type: none"> - General Maintenance - Winter Maintenance - Repaving of Present Roads - Municipal Subsidies - District Administrative Services - Development Roads - Roads in Unincorporated Townships - Supply and Special Services 	
	GO Transit (P)	Highways
	<ul style="list-style-type: none"> - Lakeshore Rail Services - Highway Bus Services - Feeder Bus Services - GO Transit Administrative Services 	
Common Carriers (P)		Transport
	<ul style="list-style-type: none"> - P.V. and P.C.V. Licensing - P.V. and P.C.V. Enforcement 	

PROPOSED MINISTRY - TRANSPORTATION AND COMMUNICATIONS .2

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Communications	Ontario Telephone Service (A)	Agriculture and Food
Seasonal Employment	Ontario Seasonal Employment (P)	Highways

*NOTE; (1) All these programs and activities are now in the Department of Transportation and Communications.

(2) The Ontario Northland Transportation Commission has been transferred from the Department of Mines and Northern Affairs to the Department of Transportation and Communications.

PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY	POLICY FIELD	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY	
				ATTORNEY GENERAL	JUSTICE
Law Officer of the Crown	Law Officer of the Crown (P)		Justice		
	- Minister and Deputy Minister				
	- Royal Commissions				
	- Contribution to Legal Aid Fund				
Counsel and Advisory Services	Crown Legal Services (P)		Justice		
	- Criminal Prosecutions and Appeals				
	- Civil Litigation and Legal				
	Advisory Services				
Administration of Courts	Legislative Counsel Services (P)		Justice		
	Courts Administration (P)		Justice		
	- Administration of Supreme Court				
	- Administration of County, District,				
	- Surrogate and Small Claims Courts				
	- Administration of Provincial Courts				
Trustee Services	Guardian and Trustee Services (P)		Justice		
	- Official Guardian				
	- Public Trustee				
Research	Law Research and Development (P)		Justice		

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Corrections and Rehabilitation	<p>Rehabilitation of Adult Offenders (P)</p> <ul style="list-style-type: none"> - Care, Treatment and Training of Adult Offenders - After care of Adult Offenders - Ontario Board of Parole 	Correctional Services
	<p>Rehabilitation of Juveniles (P)</p> <ul style="list-style-type: none"> - Care, Treatment and Training of Juveniles - After care of Juveniles 	Correctional Services
	Probation Services (P)	Justice
	General Administration part (P)	Correctional Services
	<ul style="list-style-type: none"> - Institutional Services - Professional Services 	

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Consumer Protection and Corporate Affairs	<p>Consumer Protection (P)</p> <ul style="list-style-type: none"> - Registration - Inspection - Examination - Cemeteries Counselling Services 	Financial and Commercial Affairs
	<p>Ontario Securities Commission (P)</p> <ul style="list-style-type: none"> - Ontario Securities Commission - Prospectus filing - Investigation - Registration - Insider Trading 	Financial and Commercial Affairs
	<p>Superintendent of Insurance and Registrar of Loan and Trust Corporation (P)</p> <ul style="list-style-type: none"> - Agencies - Examination - Legal, Research and Development 	Financial and Commercial Affairs
	<p>Business Incorporation (P)</p> <ul style="list-style-type: none"> - Incorporations - Corporate Records 	Financial and Commercial Affairs
	<p>Supervision of Employers' Pension Plans (P)</p>	Treasury and Economics
	<p>Lotteries (A)</p>	Financial and Commercial Affairs
	<p>Regulation of Horse Racing (P)</p>	Treasury and Economics (transferred to Financial and Commercial Affairs)
	<p>Athletics Commission (P)</p>	Labour

PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY – PUBLIC PROTECTION . . .2	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Public Safety			
Public Safety	Public Safety – part (P)	Justice	
	<ul style="list-style-type: none"> - Fire Safety Services - Emergency Measures - Coroner's Investigations and Inquests - Centre for Forensic Sciences 		
Safety and Technical Services	Safety and Technical Services (P)	Labour	
	<ul style="list-style-type: none"> - Operating Engineers - Boiler Inspection - Elevator Inspection - Construction Safety - Industrial Safety - Energy - Uniform Building Standards 		
Mine Safety and Public Protection	Mine Safety and Public Protection (P)	Mines and Northern Affairs	
	<ul style="list-style-type: none"> - Mine Inspection - Research 		
Vehicles and Drivers	Vehicles and Drivers (P)	Transport (now Transportation and Communications)	
	<ul style="list-style-type: none"> - Driver Examination - Licensing of Drivers - Driver Control - Vehicle Safety Inspection - Highway Safety Coordination and Promotion - Registration of Vehicles 		
Labour Safety Council	Labour Safety Council (P)	Labour	
Theatres	Theatres (P)	Tourism and Information	
Supervision of Police Forces	Supervision of Police Forces (P)	Justice	
	<ul style="list-style-type: none"> - Ontario Police Commission - Police Training 		
Ontario Provincial Police	Ontario Provincial Police	Justice/O.P.P.	
	<ul style="list-style-type: none"> - Traffic Law Enforcement (P) - Criminal and General Law Enforcement (P) 		

PROPOSED MINISTRY - PUBLIC PROTECTION3

PROPOSED RESPONSIBILITY AREAS

PRESENT PROGRAM OR ACTIVITY

CURRENT DEPARTMENT OR AGENCY

Compensation to the Public

Public Safety - part (P)

Justice

- Compensation to Victims of Crime
- Expropriation Investigations and Conciliation
- Land Compensation Board

Motor Vehicle Accident Claims (P)

Transport (now Transportation and Communications)

Registration of Rights and Vital Statistics

Property Rights Registration (P)

Justice

- Real Property Registration
- Title and Survey Examinations
- Personal Property Security Registration System

Registrar General (P)

Transport (now Transportation and Communications)

Human Rights

Human Rights Commission (P)

Labour

Provincial Secretary and Citizenship

PROPOSED MINISTRY – FINANCE AND INTERGOVERNMENTAL AFFAIRS

PROPOSED RESPONSIBILITY AREAS

PRESENT PROGRAM OR ACTIVITY

CURRENT DEPARTMENT OR AGENCY

Urban and Regional Development

- Planning Development of Municipalities(P) Municipal Affairs
 - Administration of Planning Act
 - Promotion of planning function
 - Research and special studies

Effective Local Government (P)

- Municipal Accounting, Finance, and Subsidies
- Municipal Organization and Administration
- Municipal Research

Regional Development (A)

Northern Affairs (P)

Economic and Fiscal Policy Planning

- Policy Planning – part (P)
 - Taxation and Fiscal Policy
 - Economic Planning

Economic and Statistical Services (P)

- Economic analysis
- Ontario Statistical Centre
- Systems and Programming

Finance

- Finance (P)
 - Finance Management & Executive
 - Securities Control

(This includes Public Debt and Development Loans)

Tax Disbursement (P)

Municipal Affairs

PROPOSED RESPONSIBILITY AREAS	PROPOSED MINISTRY - FINANCE AND INTERGOVERNMENTAL AFFAIRS2	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
Governmental Relations	Ontario-Quebec Permanent Commission (A)	Federal-Provincial Affairs (A)	Provincial Secretary and Citizenship
		Treasury and Economics	

*NOTE: The possible relationships to this Ministry of the Ontario Municipal Board, Assessment Review Court, and Ontario Economic Council will require further study.

PROPOSED RESPONSIBILITY AREAS	PRESENT PROGRAM OR ACTIVITY	CURRENT DEPARTMENT OR AGENCY
PROPOSED MINISTRY - REVENUE AND GOVERNMENT SERVICES		
Revenue Collection	Administration of Taxes (P)	Revenue
	<ul style="list-style-type: none"> - Retail Sales Tax and other Taxes - Gasoline and Tobacco Tax - Corporations and Logging Tax - Succession Duty 	
Government Accounting	Government Accounting (P)	Treasury and Economics
	<ul style="list-style-type: none"> - Accounting Services - Accounting Systems Services - Banking and Cheque Writing Services 	
Government Pension and Benefit Plans	Government Benefit Plans (P)	Treasury and Economics
	<ul style="list-style-type: none"> - Government Pension Plans - Government Group Insurance 	
Management and Technical Services	Computer Services (P)	Treasury and Economics
	<ul style="list-style-type: none"> - Data Processing 	
Management of Property	Management Services (A)	Treasury Board
Assessment of Property	Provision of Accommodation (P)	Public Works
	<ul style="list-style-type: none"> - Real Estate - Design and Construction - Management of Buildings 	
Supply and Central Services	Provincial Assessment (P)	Municipal Affairs
	<ul style="list-style-type: none"> - Assessment Education - Assessment Standards - Assessment Field Services 	
	Central Services (P)	Public Works
	<ul style="list-style-type: none"> - General Supply Services - Purchasing Services - Printing, Publishing, Duplicating (includes Queen's Printer & Publisher) - Telephone Services 	

PROPOSED MINISTRY - REVENUE AND GOVERNMENT SERVICES ..2

PROPOSED RESPONSIBILITY AREAS

PRESENT PROGRAM OR ACTIVITY

CURRENT DEPARTMENT OR AGENCY

Supply and Central Services (cont'd)

Central Services (P) (cont'd)

Public Works

- Mailing Services
- Stationery and Office Supplies
- Government Exhibits *
- Trucking Services and Vehicle Repair

* Alternative for Government Exhibits would be in the Tourism and Promotion Responsibility Area in Ministry of Trade and Industry.

SUMMARY OF RECOMMENDATIONS

In its Second Interim Report the Committee on Government Productivity recommended that:

- 5.1 The government consider the increased use of Cabinet committees and the provision of the necessary support staff.
- 5.2 The Cabinet establish two senior Cabinet committees, the Policy and Priorities Committee and the Management Committee.
- 5.3 The chairmen of these committees be ministers without operating responsibility.
- 5.4 The Cabinet establish a Legislation Committee.
- 5.5 The Cabinet establish Coordinating Committees.
- 5.6 The Cabinet committees be supported by additional secretarial resources.
- 5.7 The Cabinet accept more formalized procedures.

In this Third Interim Report C.O.G.P. further recommends that:

- 8.1 Policy Ministers without operating responsibilities be appointed to devote full-time attention to the setting of priorities, to providing leadership in policy development, and in the coordination of related programs of government within their respective policy fields.
- 8.2 The Policy and Priorities Board of the Cabinet be composed of the Prime Minister, as Chairman, the Chairman of the Management Board of the Cabinet, the Minister of Finance and Intergovernmental Affairs, and the Policy Ministers.
- 8.3 A Social Development Policy Field be established containing the following Ministries: College and University Affairs, Education, Health, and Housing and Social Services.

- 8.4 An environment and Resources Development Policy Field be established, to contain the following Ministries: Agriculture and Food, Environmental Management, Labour, Natural Resources, Trade and Industry, and Transportation and Communications.
- 8.5 A Justice Policy Field be established containing the following Ministries: Attorney General, Correctional Services, Public Protection.
- 8.6 Policy field committees of Cabinet be established. In each case, the membership of these committees would be all of the Ministers within a particular policy field, chaired by their Policy Minister.
- 8.7 A Ministry of Finance and Intergovernmental Affairs be established.
- 8.8 Parliamentary Assistants be appointed to assist the Minister of Finance and Intergovernmental Affairs.
- 8.9 A Ministry of Revenue and Government Services be established with primary responsibility for:
 - a) administering the collection of revenues, and
 - b) the provision of common services.
- 8.10 The Minister of Revenue and Government Services be a member of the Management Board.
- 8.11 The following principles be applied in the delivery of common services:
 - a) policy and standards on the delivery and use of common services be approved and promulgated by the Management Board;
 - b) charges for services provided by the Ministry of Revenue and Government Services be levied to customer ministries on a full-cost basis;
 - c) Ministries be allowed to obtain services within or outside the Government;
 - d) some of the common services need not be centralized under the Ministry of Revenue and Government Services but could be delegated to units within Ministries that have specialized expertise.

- 8.12 The Management Board consist of a full-time Chairman, at least one Minister from each policy field, the Minister of Finance and Intergovernmental Affairs, and the Minister of Revenue and Government Services.
- 8.13 The Chairman of the Civil Service Commission report to the Management Board.
- 8.14 The Department of the Civil Service cease to exist and that its staff become the staff of the Civil Service Commission.
- 8.15 The Chairman of the Civil Service Commission cease to be known as the Deputy Minister of the Department of the Civil Service, but that he continue to have Deputy Minister status.
- 8.16 One or more Commissioners with personnel expertise be appointed to the Civil Service Commission from outside the Public Service.
- 8.17 The Civil Service Commission continue to provide advice on personnel policy to the Management Board and personnel services to Ministries. Ministries be allowed the option of providing themselves, purchasing from the Civil Service Commission or from outside Government, such personnel services as recruiting and staff training.
- 8.18 The decision to leave the central supply of personnel services within the Government with the Civil Service Commission be reviewed by the Management Board within 5 years, with the object of transferring some of those services to the Ministry of Revenue and Government Services.
- 8.19 The Management Board restrict itself to control functions and that all service functions, except those affecting personnel, be transferred to the Ministry of Revenue and Government Services.

- 8.20 A small secretariat be established for each policy field to provide the Policy Minister with analytical and administrative support. These appointments should be for a specific, renewable term (2 to 5 years). The search for suitable candidates should not be restricted to the public service.
- 8.21 A Secretary with the status of a Deputy Minister be appointed to head each policy field secretariat. These appointments, that of the Deputy Minister of Finance and Intergovernmental Affairs, the Secretary to the Management Board, the Secretary to the Cabinet, and the Deputy Minister of the Department of the Prime Minister should be for a specific, renewable term (2 to 5 years). The search for suitable candidates should not be restricted to the public service.
- 8.22 An advisory and support group for the Policy and Priorities Board be formed, made up of the three policy field Secretaries, the Deputy Minister of Finance and Intergovernmental Affairs, the Deputy Minister of the Department of the Prime Minister, the Secretary to the Management Board, and the Secretary to the Cabinet, who would act as Chairman.
- 8.23 The Secretary to the Cabinet provide the Policy and Priorities Board and all other committees of Cabinet, except the Management Board, a committee secretary to assist in the preparation of agenda and minutes, in order to ensure consistency of format and coordination of information flow.

